Deputy Commanding General - Support

BG Grimsley

"The Infantry Division"

INSPECTOR GENERAL

Come see me …

… I can help!

Infantry Division" HQ, Room 153B, Phone Number 254-288

" … what does the IG do? "

Eight Soldier Section … ***six Detailed IGs … nominated locally, or selected by Department of the Army …***

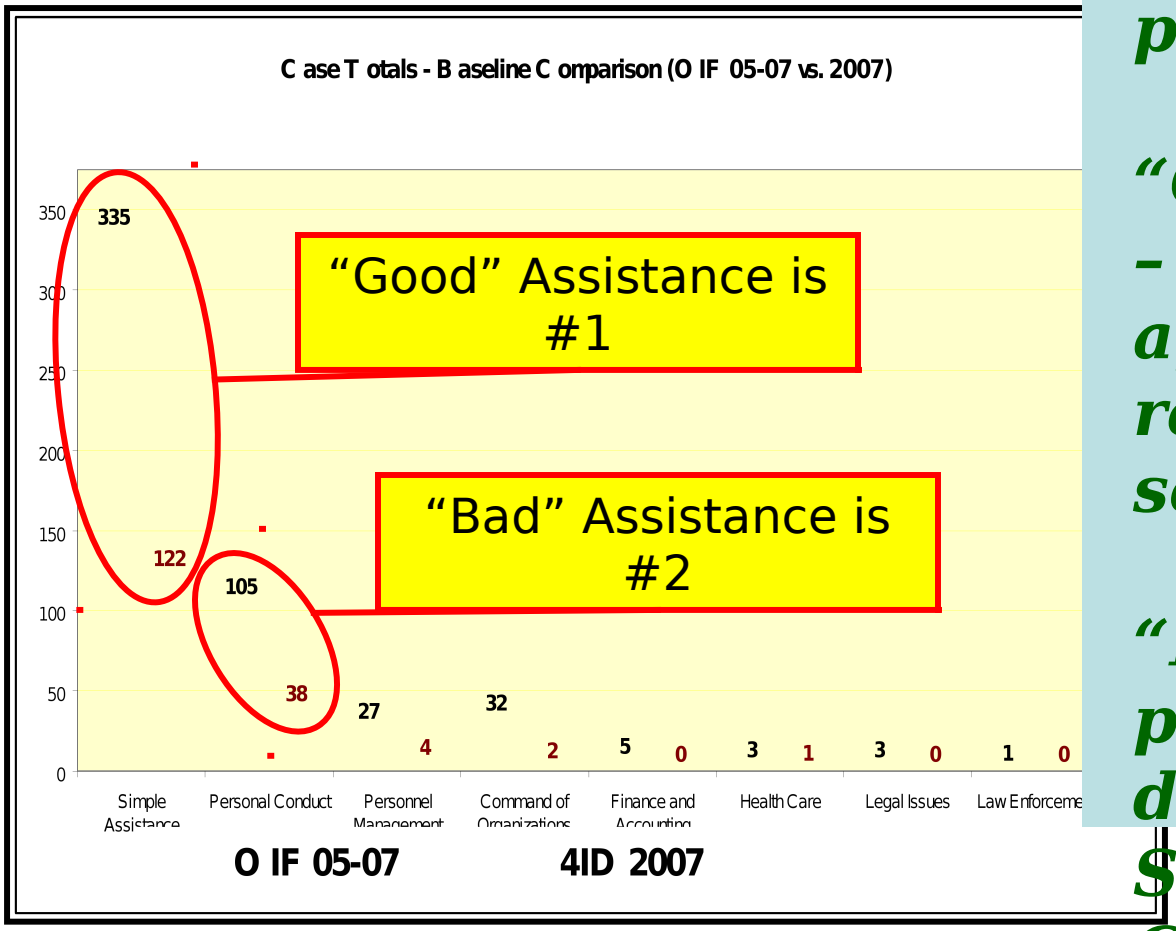
Assistance – ***near two "new" cases per day.***

Inspect – ***as directed by Army Regulation or the Commanding General.***

Investigate – ***as appropriate or as directed by the CG.***

" … I can help you now …. Or later …

" … I'm after the effect* …"



Assistance – ***near two "new" cases per day.***

"Good" Assistance – policy review, agency help, report poor service …

"Bad" Assistance – policy review, didn't help a Soldier, Personal Conduct …

**don't get your name in "the*

“ … I’m after the effect … ”

Assistance

Inspect – ***combination of policy review, direct observation, and interviews … Directed, - Objective Standards, Prior Notice*, Not There To “Poke You In The Chest”***

" … I'm after the truth … "

Assistance

Inspect

Investigate – *as appropriate or as directed by the CG.*

INSPECTOR GENERAL

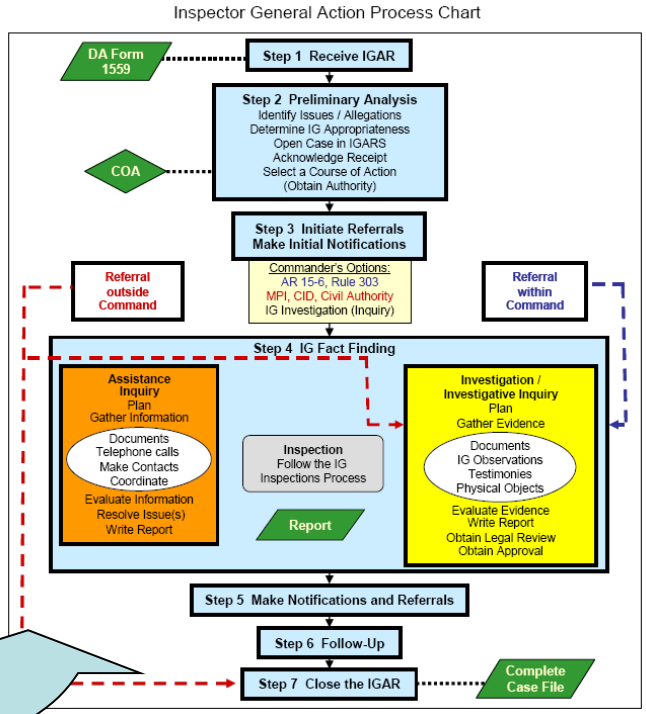
Dispelling the Myths!

Infantry Division" HQ, Room 153B, Phone Number 254-288

Company Commander/1SG Course – *Dispelling the Myths!*

" … you don't know how it is … "

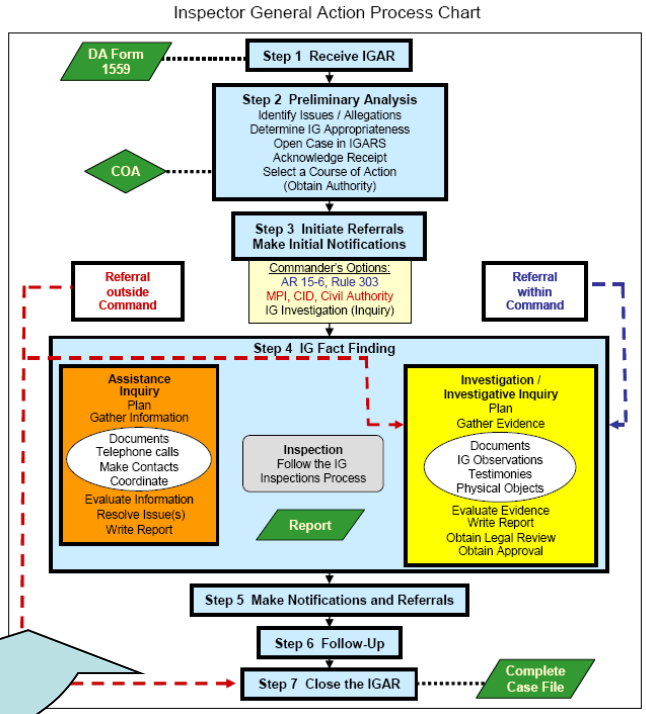
Former Battalion Commander, XO, 1SG, and Platoon/Section Sergeants with over 50 years of line experience … *using a very disciplined process.*



" … we will listen … … to both sides of the story!"

" … IGs are against the Chain of Command … "

Former Battalion Commander, XO, 1SG, and Platoon/Section Sergeants with over 50 years of line experience … *using a very disciplined process.*

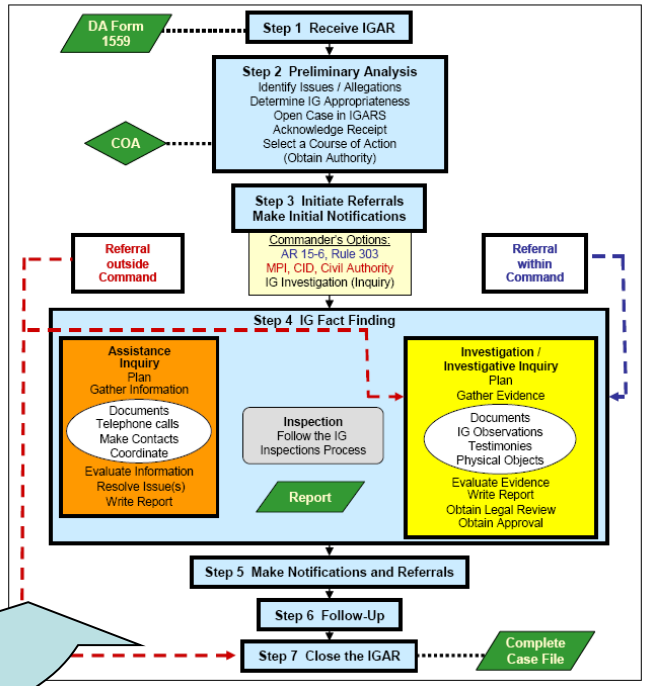


"… not so … IG is only after the truth … and they will help anyone!"

Company Commander/1SG Course – *Dispelling the Myths!*

“ … IGs are a bunch of Army Regulation geeks … ”

Former Battalion Commander, XO, 1SG, and Platoon/Section Sergeants with over 50 years of line experience … *using a very disciplined process.*

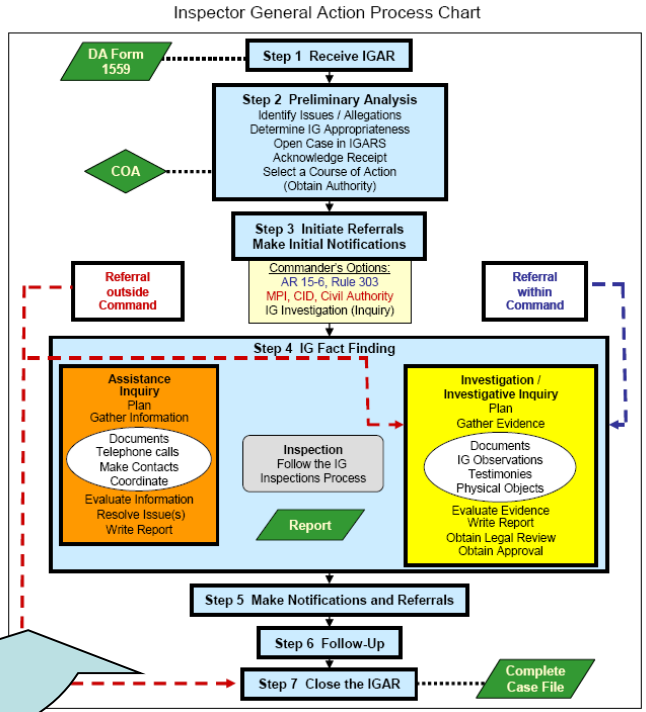


“… we will give you the right answer, not necessarily the one you want!”

Company Commander/1SG Course – *Dispelling the Myths!*

“ … IGs believe anything the Soldier tells them … ”

Former Battalion Commander, XO, 1SG, and Platoon/Section Sergeants with over 50 years of line experience … *using a very disciplined process.*



“… there must be some merit to the allegation …. but there are exceptions!”

INSPECTOR GENERAL

Leadership is a Responsibility!

Infantry Division" HQ, Room 153B, Phone Number 254-288

I'm "talkin' you up" …
… are you doing your part?

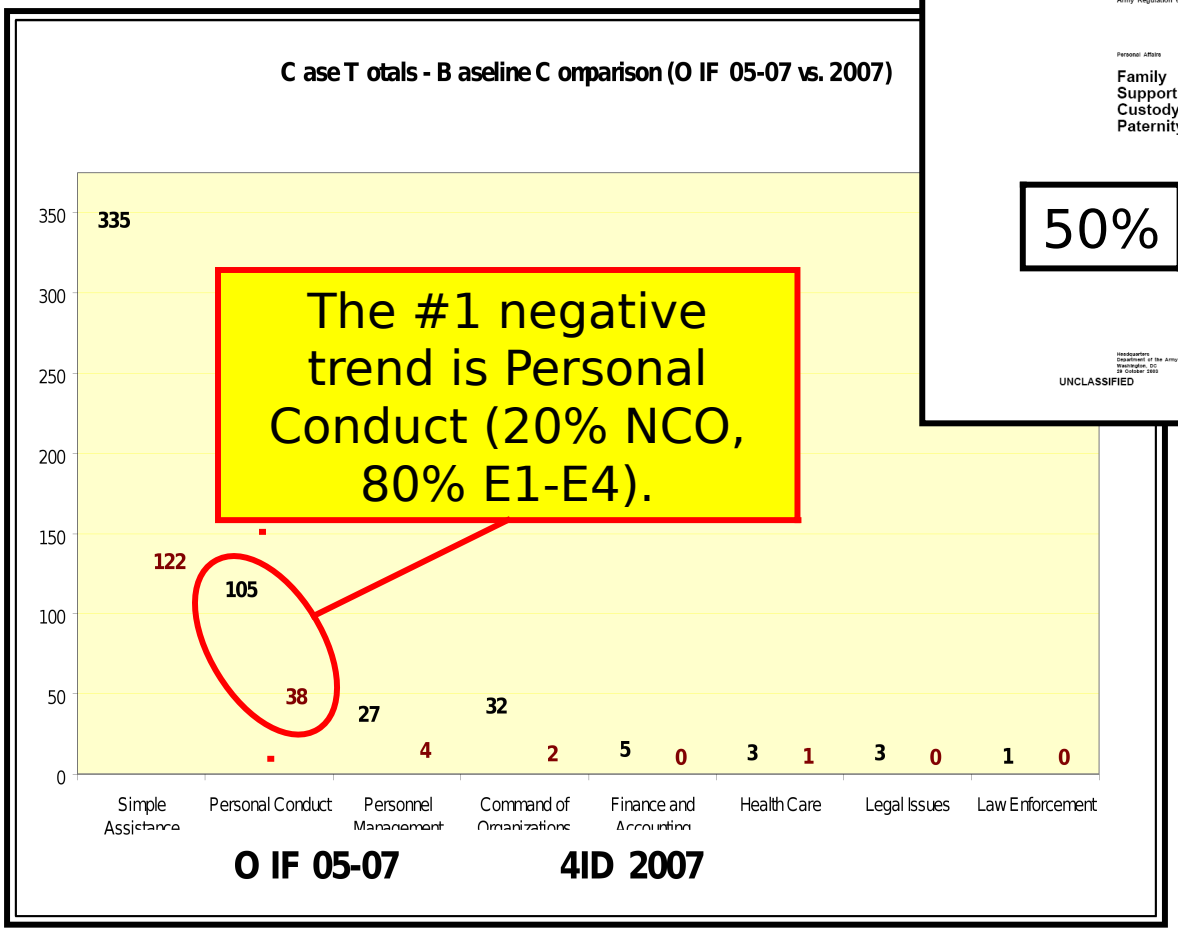
Inspector general

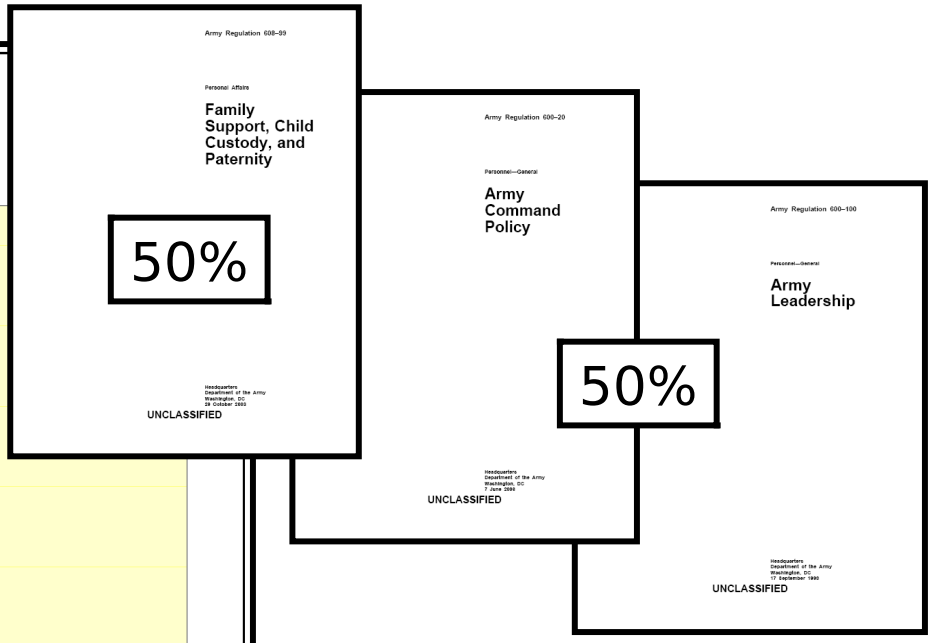
- ***ANYONE*** can talk to the IG …. ***without fear of reprisal.***
  - If we can't help, ***we will point you to the help.***
- LEADERS!
  - Let me review your policies ***before*** you issue them
  - If you aren't sure, ***call*** before you take action.
- SOLDIERS!
  - Give your ***chain of command*** a chance!

Inspector general

- IGs are only after ***the truth.***
- LEADERS!
  - ***Leadership is a responsibility***; it's not just about being in charge!
  - Know your limits; AR 600-20, AR 600-100, and AR 608-99.
- SOLDIERS!
  - Give your ***chain of command*** a chance!

I'm "talkin' you up" …
… are you doing your part?





If you only read three Army Regs early in Command … make it these

I'm "talkin' you up" …
… are you doing your part?

Common Mistakes –

- Immediately advocating for the Soldier … find out the facts!

- Breaking the timelines … act quickly and deliberately! Talk to your company and make the standard clear.

Army Regulation 608–99

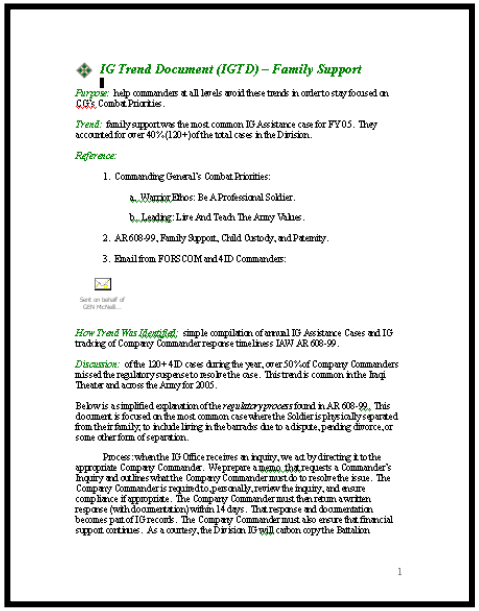
Personnel Affairs

Family Support, Child Custody, and Paternity

50%

Headquarters Department of the Army Washington, DC 24 October 2005

UNCLASSIFIED


IG Trend Document (IGTD) – Family Support

Purpose: help commanders at all levels avoid these trends in order to stay focused on CG's Combat Priorities.

Trend: family support was the most common IG Assistance case for FY05. They accounted for over 40% (120+) of the total cases in the Division.

Reference:

1. Commanding General's Combat Priorities:
   a. Warrior Ethos: Be A Professional Soldier.
   b. Leading: Live And Teach The Army Values.
2. AR 608-99, Family Support, Child Custody, and Paternity.
3. Email from FORSCOM and 4ID Commanders:

How Trend Was Identified: simple compilation of annual IG Assistance Cases and IG tracking of Company Commander response timelines IAW AR 608-99.

Discussion: of the 120+ 4ID cases during the year, over 50% of Company Commanders missed the regulatory suspense to resolve the case. This trend is common in the Iraqi Theater and across the Army for 2005.

Below is a simplified explanation of the *regulatory process* found in AR 608-99. This document is focused on the most common case where the Soldier is physically separated from their family, to include living in the barracks due to a dispute, pending divorce, or some other form of separation.

Process: when the IG Office receives an inquiry, we act by directing it to the appropriate Company Commander. We prepare a memo that requests a Commander's Inquiry and outlines what the Company Commander must do to resolve the issue. The Company Commander is required to, personally, review the inquiry, and ensure compliance if appropriate. The Company Commander must then return a written response (with documentation) within 14 days. That response and documentation becomes part of IG records. The Company Commander must also ensure that financial support continues. As a courtesy, the Division IG will carbon copy the Battalion

1

How I can help –

- Cookbook Packet

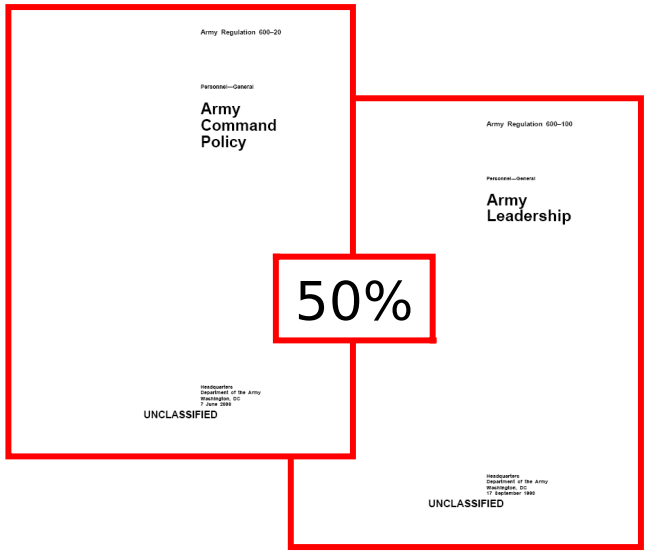
I'm "talkin' you up" …
… are you doing your part?

Common Mistakes –

- Not treating "everyone" with dignity and respect.

- Emotional engagements with difficult Soldiers.

- Extending beyond "the limits".



Ask yourself these questions …

"Am I leading this Company …. or am I just in charge?

"Am I leading this Company …. or am I just telling people what to do?

"Do I inspire high performance through my example and words?"

"Do my 'juniors' want to grow-up to be me?"

Good luck in Command!

Questions and discussion

"The Infantry Division"

STAFF JUDGE ADVOCATE

LTC Tania Antone

"The Infantry Division"

Company Commander/1SG Course – *Agenda*

- **OSJA**
  - Rights Warnings
  - Searches
  - Inspections
  - Privileges
  - Pretrial Confinement
  - Unlawful Command Influence/Illegal Pretrial

  Punishment
  - Administrative Separations
  - Article 15
  - Courts-Martial
  - Soldier Options

- **Use when questioning a Soldier you suspect has committed an offense**

- **Advise the Soldier**:
  - Nature of the offense
  - Right to remain silent
  - Any statement made can be used at trial
  - Right to consult an attorney prior to questioning and have attorney present during questioning

Company Commander/1SG Course – *Searches*

- Commanders can authorize a search when they have probable cause

- Searches are conducted to seize property, evidence, or a person

- For searches of government computers, personal computers, and in complicated cases, contact the 4ID Magistrate, MAJ Hover 287-9526/1781 for a search authorization

Company Commander/1SG Course – *Inspections*

- Inspections cannot be used as a subterfuge for a search

- Health and Welfare inspections can be used for:

  - Military fitness
  - Security
  - Good order and discipline of the unit
  - Locate and confiscate unlawful weapons and contraband
  - Command is properly equipped and functioning
  - Command is maintaining proper standards of readiness
  - Sanitation and cleanliness
  - Personnel fit and ready for duty (military fitness)

Company Commander/1SG Course – *Privileges Revocable by CDR's*

- Driving Privileges
- Drinking Privileges
- Civilian Clothing Privileges
- Pass Privileges
- Facilities Privileges

Company Commander/1SG Course – *Pretrial Confinement & Other Forms of Pretrial Restraint*

- **Never Required!**

- **PTC is possible when offense was committed and there is evidence:**

  - The accused will not appear at trial; or
  - The accused will engage in serious criminal misconduct pending trial; and,
  - Lesser forms of restraint will not work

- **Lesser forms of restraint must always be considered (conditions on liberty)**

- **Beware of restriction tantamount to confinement**

- **Consult with your trial counsel**!

Unlawful Command Influence

- CDR's can't coerce or influence the outcome of a court-martial

Article 13 Pretrial Punishment

- CDR's can't subject Soldiers to:
  - illegal pre-trial punishment, or
  - arrest or confinement that is more rigorous than required by the circumstance

Company Commander/1SG Course – *Admin Separations*

- **Chapter 5-13/5-17: Personality Disorder / Other Medical – Mental Conditions**
- **Chapter 9: ASAP Failure**
- **Chapter 13: Unsatisfactory Performance/Ex. PT Failure**
- **Chapter 14: Pattern of Misconduct // Serious Misconduct**
- **Chapter 15 Homosexual Conduct**
- **Chapter 18 Height/Weight Standards**

Company Commander/1SG Course – *Admin Separations*

- Ensure Counseling is done IAW AR 635-200, para. 1-16.
- Soldier with over 6 years of service entitled an Administrative Separation Board
- All Soldiers entitled to an Administrative Separation Board when an Other Than Honorable Discharge Recommended. GCM Approval Authority for OTH Chapters.
- GCM Approval Authority for Chapter 14 Chapters when Honorable Recommended

Company Commander/1SG Course – *Article 15s*

- 3 types (summarized; company grade; field grade)
- Accepting 15 is not admission of guilt
- Never offer 15 unless prepared to court martial if refused
- Right to consult counsel prior to making election
- Punishment:
  Summarized = 14/14
  Co. Grade = 14/14, reduction E4 and below one grade, 7days pay for one month
  Field Grade = 45/45/60, reduction E4 and below to E1 and E5/6 one pay grade, ½ one months pay for 2 months
- Appeal
- Suspension/Vacation

Company Commander/1SG Course – *Courts Martial*

- **SUMMARY** - 1 month confinement (E-5 and below); 2/3 pay forfeiture for 1 month; reduction in rank *(1 grade for E- 5 and above)*
- **BCD SPECIAL** - 1 year confinement, 2/3 forfeitures, reduction to E-1 & Bad Conduct Discharge
- **GENERAL** - Any punishment authorized for the offense

- The UCMJ and many Army Regulations provide for legal consultation and/or representation for adverse and other actions
- Generally:
  - Art 15, Courts-Martial, and Chapters:
    - Trial Defense Service
      - Bldg 10002 // 287-0485, 287-0476
  - Assistance with personal legal matters:
    - Legal Assistance Office
      - Bldg 410 // 288-2990, 287-1780

Questions and discussion

"The Infantry Division"

Division surgeon

LTC David Ristedt

"The Infantry Division"

Company Commander/1SG Course – *Purpose*

- Discuss issues of medical importance that challenge Commanders/1SG.
- Educate leaders on common pitfalls and processes in the medical field.
- Answer questions from leaders as the SME for medical in the 4th ID.

Company Commander/1SG Course – *Agenda*

- HIPPA/Personal Health Information
- Profiles
- MEB/MMRB/PEB Process
- Mental Health Care/TBI

Health Insurance Portability and Accountability Act (HIPAA)

- 1996 Federal Law designed to ensure healthcare portability
- Secondary affect is to secure personal health information
  - SSN, Medications, Appointments
- The Military has some very specific exceptions to the Law allowing sharing of information between providers and Commanders.

- You are authorized to get information that affects readiness and safety
- Commanders are the only leaders specified, 1SG are implied
- Direct contact between Commanders and providers is encouraged. May also utilize unit medical professionals (PA, MD—not medic)
- Ask any question—but you may not get an answer

- Request specific diagnosis or medications
- Use anyone other than 1SG or 15-6 Officer to get information/ask questions.
- Accept profiles that do not help you take care of your Soldiers or unit

- Commanders have the right to know anything that affects Soldier health and unit readiness.
  - Side effects of medications
  - Training limitations due to diagnosis
- Always ask questions of providers
- Be prepared for the provider to dodge some questions that they feel are questionable.

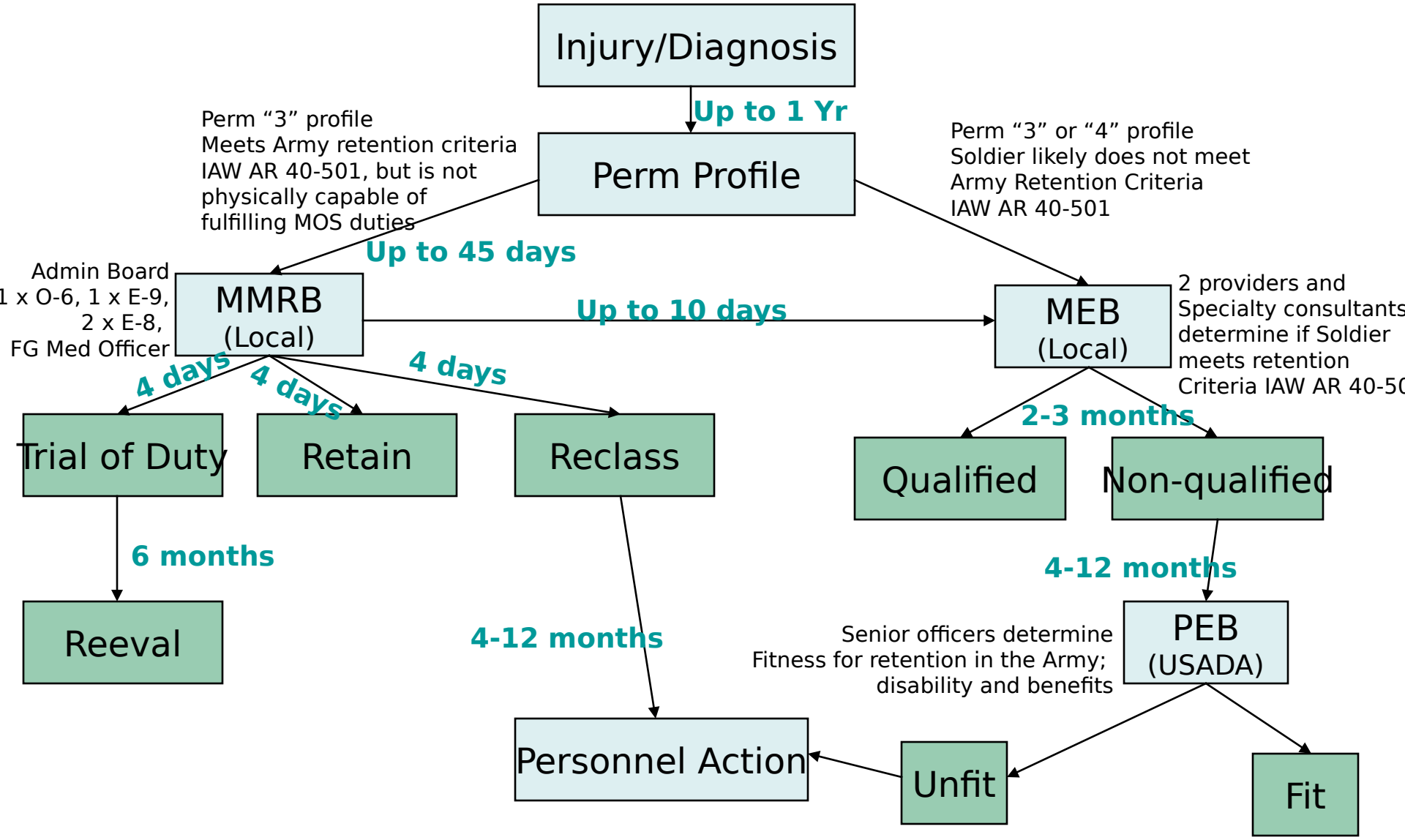
Profiles

- Medical recommendation to Commanders designed to
  - Ensure Soldiers recover from an injury
  - Inform CDR about Soldier Safety (weapons)
- Profile Forms
  - Primary means of communication
  - Temp <30 days—OK on DA 689
  - Temp >30 days or Permanent—on DA 3349
- Commanders can request “Fit for Duty” eval

- Temporary
  - Used early on to allow recovery.
  - Used up to 365 days for same condition
- Permanent
  - P2—Minor limitation not affecting ability to continue service
  - P3/4—Significant limitation requiring a board (MMRB vs MEB)

MEB/MMRB/PEB

- All P3/4 profiles require a board
- MMRB
  - Expect that Soldier is retainable despite profile
  - “Line” run board process
- MEB
  - Fails to meet retention standards IAW AR 40-501
  - “Medical” directed board process
- PEB
  - Fitness determination
  - Compensation part of the MEB process


Injury/Diagnosis
Up to 1 Yr
Perm Profile
Perm "3" profile
Meets Army retention criteria
IAW AR 40-501, but is not
physically capable of
fulfilling MOS duties
Perm "3" or "4" profile
Soldier likely does not meet
Army Retention Criteria
IAW AR 40-501
Up to 45 days
Admin Board
1 x O-6, 1 x E-9,
2 x E-8,
FG Med Officer
MMRB
(Local)
Up to 10 days
MEB
(Local)
2 providers and
Specialty consultants
determine if Soldier
meets retention
Criteria IAW AR 40-50
4 days
4 days
4 days
2-3 months
Trial of Duty
Retain
Reclass
Qualified
Non-qualified
6 months
4-12 months
Reeval
4-12 months
Senior officers determine
Fitness for retention in the Army;
disability and benefits
PEB
(USADA)
Personnel Action
Unfit
Fit

Company Commander/1SG Course – *MMRB*

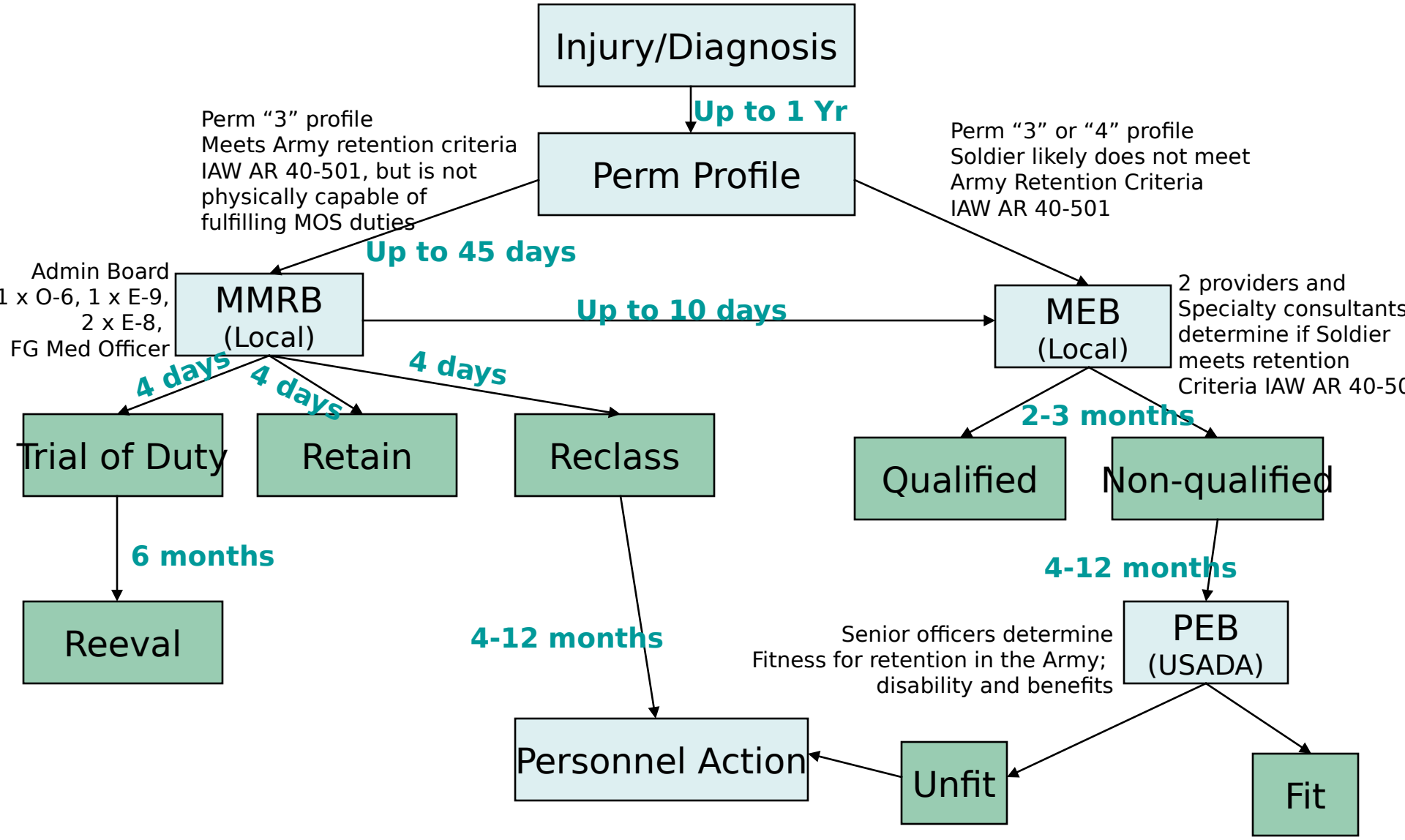
- **Not a “medical board” per se – is a administrative board to determine capacity to serve in current MOS / AOC under worldwide deployable conditions**

- **Monthly board:**
  - **O-6/BDE CDR, Field Grade Medical Officer, CSM, 2 x 1SG, Recorder w/o vote**
  - **5 Officers (if the Soldier is an officer)**

- **Possible Outcomes:**

  - Retain, Reclassify, Trial of Duty, Refer to MEB

- **Proceedings approved by GCMCA (or designee)**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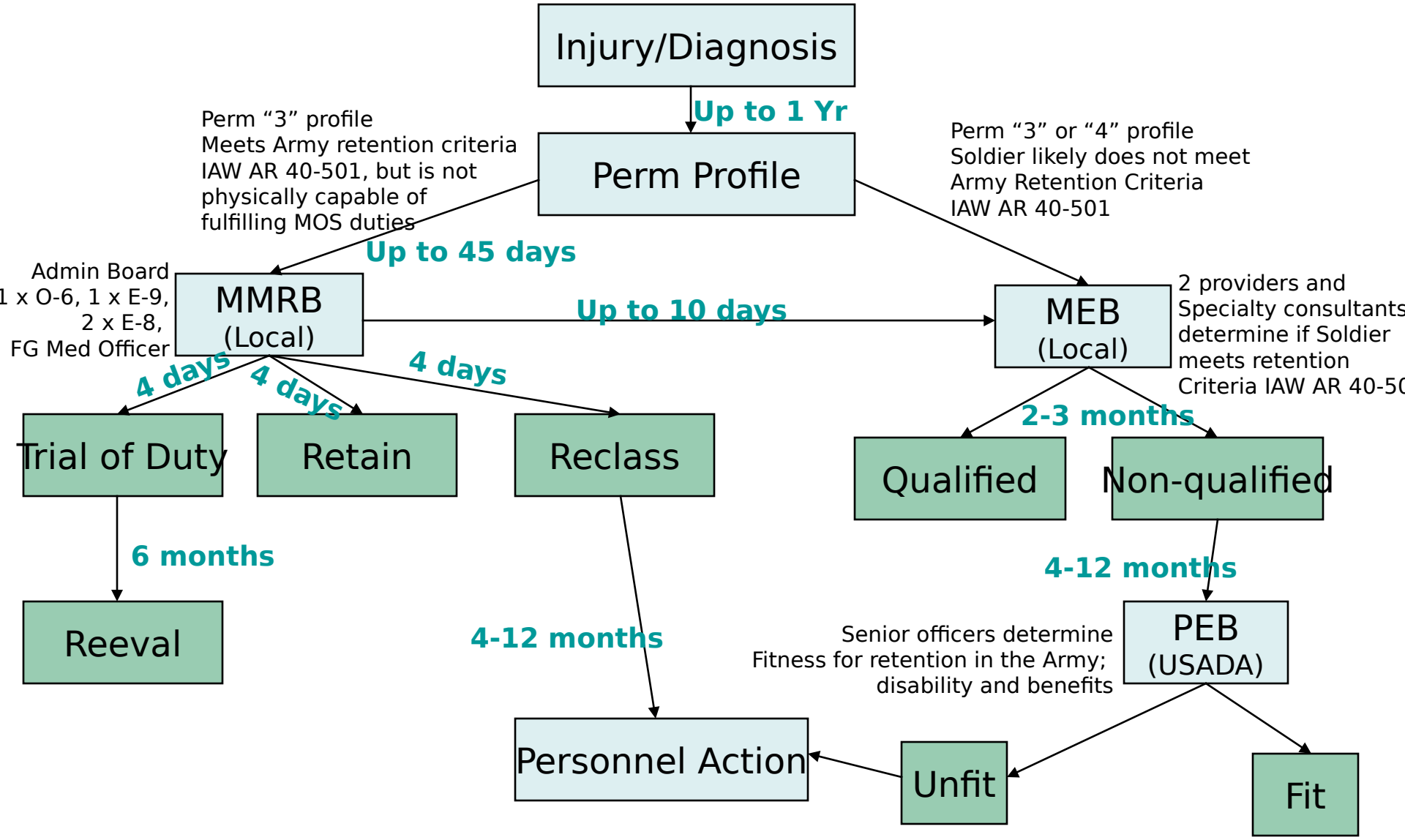
Unfit
Fit

- **Used for 3 and 4 profiles when a *disqualifying* condition exists per Ch 3, AR 40-501, MMRB demands, or commander requests**
- **Not actually a board – is two physicians (or a PA and a physician) together with specialty consultants (dental, orthopedics, etc.)**
- **Physician evaluates Soldier, gathers appropriate paperwork, and dictates a complete narrative summary**

- **Co-signed by MTF-specific approval authority**
- **Outcome: "Qualified" or "Disqualified" IAW AR 40-501, Ch 3.**
- **"Disqualified" soldiers require a PEB**
- **PEBLOs (PEB Liaison Officers) at MTFs guide the Soldiers thru this entire process**
  - **Schedule appointments**
  - **Counsel, counsel, counsel**
  - **Interface with clinicians**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Personnel Action
Unfit
Fit

- **PEBs determine**
  - **Fitness or Unfitness to perform duties of office and rank**
  - **Whether any disability is permanent**
  - **Whether any disability meets the criteria established by law for DoD compensation**
  - **Whether any disability meets the criteria for civil-service preference eligibility, allows concurrent receipt, and/or exemption of retired or severance pay from gross federal income**

COMMANDERS CAN SPEED UP THE PROCESS BY….

- **Ensuring that S/G1 gets profiles**
- **Ensuring that the Soldier appears before MMRB or PEB boards**
- **Ensuring that the Soldier makes all MEB appointments**
- **Ensuring that all suspenses are made**
- **Write effective, meaningful evaluations**

Mental Health/ TBI Issues

- Mental Health includes
  - PTSD, Anxiety Disorder
  - Depression, Marital Problems
  - Alcohol and Drug Abuse (Self referred)
- Leader support is critical in getting the help the Soldier needs
- Support is Command Directed

- Post Traumatic Stress Disorder (PTSD)
  - Anxiety Disorder that occurs in response to life threatening/traumatic experience
    - Natural disaster
    - Motor vehicle accidents
    - Violent crime / sexual abuse
    - Combat Operations
  - Other conditions frequently present include depression, anxiety, marital discord, alcohol or drug abuse

- Traumatic Brain Injury (TBI)
  - Injury to the brain due to sheering forces or direct blow with alteration of consciousness (ranging from dazed or confused to loss of consciousness) and symptoms including:
    - Headache
    - Dizziness
    - Balance Problems
    - Memory Problems
    - Irritability
  - Symptoms may abate quickly but recur months after the injury

- Soldiers in your formation are suffering from PTSD and TBI. Lead by example in caring for and assisting Soldiers with these medical conditions.
- Symptoms overlap but generally are manageable with early identification
- Vigilance and support by Commanders will ensure Soldiers are being treated at the right time by the right provider

Company Commander/1SG Course – *Bottom Line*

- Treat all Soldier medical conditions with dignity and respect.
- If you have a Soldier who was a good Soldier before an incident (combat or non-combat) and now you are having concerns with their conduct or with their personality changes, a referral to screen for TBI and mental health would be appropriate
- Early treatment leads to greater opportunity for full recovery

- Be aware of common signs and symptoms
- Refer Soldiers in need; know your credentials
- Ensure Soldiers go for evaluation and make follow-up appointments as necessary
- Ask questions of healthcare providers or send your BN/BCT Surgeon/PA to get information. HIPAA does not apply if there is an operation impact

Questions and discussion

"The Infantry Division"

Division G1

LTC Kerk Brown

"The Infantry Division"

Company Commander/1SG Course – *Purpose*

- Discuss issues of sponsorship and counseling that challenge Commanders/1SGs.

- Educate leaders on the importance of an effective integration and development program within an organization.

Company Commander/1SG Course – *Agenda*

- Sponsorship
- Counseling

Company Commander/1SG Course – *Total Army Sponsorsh Program*

- Purpose: Assist Soldiers and their families relocate

- Regulation: AR 600-8-8

- *“The final test of a leader is that he leaves behind him in other men the conviction and will to carry on.”-Walter J. Lippman*

- DA Form 5434
- Welcome Letter…Phone Contact (if possible)
- ACS Relocation Readiness Services
- Reception
- Orientation
- In-processing

- Good Representative of your Command
- Assign married to married, single to single
- Give the sponsor a checklist of duties
- Provide the sponsor time to do the sponsorship right

Company Commander/1SG Course – *Thoughts to Consider*

- **First impressions are lasting**
- **Offer to every Soldier (PVT – GEN)**
- **Mandatory for first-term Soldiers**
- **Transfer Sponsorship when assignments change**
- **Utilize the Family Readiness Group network**
- **CDR/1SG involvement is essential**
  - **Provide Command Philosophy up front**
  - **Solicit feedback**
  - **Recognize good sponsors**
- **Sponsorship for out-going Soldiers and their families is equally important**

- Purpose: Leadership development and Subordinate Leadership development

- Regulation: FM 22-100, Appendix C

- *"I start with the premise that the function of leadership is to produce more leaders, not more followers."-Ralph Nader*

- Personal bias
- Rash judgments
- Stereotyping
- Losing emotional control
- Inflexible counseling methods
- Improper follow-up

Informal (Verbal) vs. Formal (Written)

- Identify and Discuss the problem
- Develop a Plan of Action
- Support Plan of Action implementation
- Assess the Plan of Action

- Event-Oriented Counseling
- Counseling for Specific Instances
- Reception and Integration Counseling
- Crisis Counseling
- Referral Counseling
- Promotion Counseling
- Adverse Separation Counseling
- Performance and Professional Growth Counseling

- A good counseling program is a hallmark of an effective organization
- Counsel to encourage superior conduct and curb adverse conduct…
- Put Counseling on your training calendar
- Periodically check counseling files
- Make the time AND have the guts to administer written counseling

- Sponsorship: A commander's program. First impressions are lasting.

- Counseling: Key to Organizational readiness and mission accomplishment.

Questions and discussion

"The Infantry Division"

What did We miss?

“The Infantry Division”

Deputy Commanding General - Support

BG Grimsley

"The Infantry Division"